

The Influence of Toxic Leadership on Employees' Intention to Leave: Examining the Moderating Role of Gender

Dr. Gracy Dsouza¹

¹Head, Dept. of Commerce, SKM's J. M. Patel College of Commerce, Mumbai, India

ABSTRACT

Workplace dynamics significantly influence employee well-being, productivity, and the overall success of an organisation. Negative leadership behaviours, especially abusive supervision, can cultivate a toxic environment that severely affects employees' psychological and emotional health. Leaders are responsible for setting the vision, providing guidance, and driving their teams towards achieving goals. Effective leadership has also been found to significantly influence employee engagement, job satisfaction, productivity, and overall organisational performance. The present study aims to ascertain how toxic leadership dimensions such as narcissism, abusive supervision, self-promotion, unpredictability, and authoritarian leadership affect turnover intentions in educational institutions. Additionally, it explores the potential moderating influence of gender on this relationship. A quantitative method was used, with 111 employees of Higher Educational institutions in Mumbai receiving an online questionnaire. The research hypotheses were assessed using structural equation modelling, which was made possible by IBM SPSS Statistics (Version 26) and Hayes' PROCESS Macro (Model 1). The findings demonstrate that toxic leadership is a significant organisational factor influencing employees' intention to leave. While all toxic leadership dimensions are correlated with turnover intentions, self-promotion is the strongest unique predictor. Gender does not change this relationship, indicating that the influence of toxic leadership on employees' intention to leave is broadly consistent across male and female employees.

Keywords: Intention to leave, Toxic leadership, Gender, Self-promotion, Abusive supervision

1. INTRODUCTION

Destructive leadership impacts employees' organizational experience, psychological well-being, satisfaction with work, and the decision on whether to leave an organization or not; hence, the need to investigate destructive leadership practices in organizations nowadays. The term toxic leadership encompasses such leadership behaviours as abuse of supervision, authoritarianism, manipulation, and destructive interpersonal behavior, which are likely to affect organizational trust, engagement, and relationships (Nunes & Palma-Moreira, 2024; Lopes et al., 2025). New studies suggest that toxic leadership affects employees psychologically, causing organizational cynicism and increasing turnover intentions (Noori & Phoolka, 2026). Even though much scholarly literature addresses the connection between toxic leadership and employees' intention to leave an organization, it is necessary to analyze how demographic variables, especially gender, impact that process (Bhanot & Gaikwad, 2025). Toxic leadership is a complex concept characterised by damaging behaviours that severely impair organisational effectiveness and employee health. Iman Amer Al-Dahhan & Saad Ali Hmood Al-Enizy (2026) described it as a leadership style in which leaders lack self-control, disregard employee rights, and harm the organisation as a whole. Specifically, Lebda & Shemeis (2024) highlight behaviours such as narcissism, authoritarianism, self-

promotion, abusive supervision, and unpredictable actions. These problematic leadership traits have attracted increasing attention in leadership research in recent years. When managers engage in behaviours that constitute toxic leadership, employees' self-esteem and well-being are negatively affected. The intention of both male and female employees to leave increases correspondingly. A more nuanced picture of whether the impact of toxic leadership on employees' intention to leave varies between male and female employees can be obtained by looking at gender as a moderating variable (Budak & Erdal, 2022). Toxic leadership was observed to be significantly associated with turnover intentions by Rhodesly et al. (2025), although they reported no significant moderating role of gender, indicating that more research is necessary in other organizational and sociocultural contexts. With this in mind, the current study focuses on the effect of toxic leadership on employees' turnover intentions and looks at the moderating role of gender, with an aim of extending theoretical knowledge and providing practical information.

2. REVIEW OF LITERATURE

Although traditional leadership research has largely emphasised constructive leadership behaviours, increasing attention has been given to the "dark side" of leadership, including abusive, destructive, authoritarian, narcissistic, and toxic forms of leadership.

Budak & Erdal (2022) examined the concept of toxic leadership through various related constructs in the existing literature, such as bad leadership, destructive leadership, abusive supervision, and narcissistic leadership. Toxic leaders may exhibit behaviours such as intimidation, humiliation, manipulation, unfairness, excessive control, self-interest, and lack of appreciation for employees. Pelletier (2010). Toxic leadership may be either intentional or unintentional: some leaders deliberately harm subordinates to advance their own interests, whereas others generate harmful consequences through incompetence, irresponsibility, or poor judgment. Mehta & Maheshwari (2014). A useful theoretical perspective is the toxic triangle, in which destructive leadership emerges through the interaction of leaders, followers, and organisational circumstances. Manaa (2022) explains that organisational cultures characterised by inadequate checks and balances, weak accountability, and tolerance of destructive behaviour can facilitate toxic leadership. (Aris et al. n.d.) demonstrated that dimensions of toxic leadership, including narcissism, abusive supervision, self-promotion, and authoritarian leadership, have a direct, significant, and positive impact on turnover intentions.

Skibińska & Karaszewski (2024) analysed employee reviews from 161 healthcare institutions and provided evidence that toxic leadership practices were associated with reduced levels of employee morale, increased burnout, poor communication, psychological distress, and higher staff turnover. Similarly, Skibińska and Karaszewski (2024) conclude that toxic leadership creates a workplace characterised by fear, mistrust, poor communication, reduced employee engagement, increased turnover, and declining organisational performance. Employees may therefore respond by psychologically withdrawing from the organisation or considering alternative employment. More recent research similarly indicates that toxic leadership can trigger turnover intentions through psychological mechanisms. For example, research among Generation Z employees found that toxic leadership significantly increased job stress, which subsequently strengthened employees' intention to leave (Olgin, 2023). This indicates that toxic leadership may influence turnover intention indirectly, with psychological strain acting as a potential mechanism underlying employees' decisions to leave the organisation (Kiliç & Günsel, 2025). Employees' intention to leave refers to their conscious or deliberate willingness to leave their current organisation. It is an important antecedent of actual turnover because employees generally progress through a psychological process before eventually leaving employment. Manaa (2022) argues that employee turnover generates substantial organisational costs, including recruitment, training, replacement, and disruption of organisational activities. Wolor et al. (2022) note that toxic leadership affects individuals and organisations negatively by increasing workplace deviance, employee intention to leave, and turnover rates, while simultaneously reducing job satisfaction and organisational commitment. Among the most significant impacts is its effect on employee turnover intentions a critical concern for organisations

seeking to maintain a stable and engaged workforce. Iman Amer Al-Dahhan & Saad Ali Hmood Al-Enizy (2026) elucidate how abusive supervision, which is typified by persistently hostile behaviour from supervisors, produces a toxic work environment that has a substantial negative influence on employees' psychological and emotional well-being, resulting in emotional exhaustion, elevated stress, increased interpersonal conflict, and decreased motivation. These cumulative stressors drive employees to seek opportunities elsewhere, making toxic leadership one of the most damaging factors affecting organisational retention. Understanding this relationship is essential for organisations seeking to create healthier work environments, reduce costly turnover, and foster employee engagement and commitment.(Koropets et al., 2020).

Although the negative consequences of toxic leadership are increasingly documented, less attention has historically been given to whether these consequences differ according to employees' gender. Gender may be relevant because men and women can experience organisational authority, workplace relationships, social expectations, and leadership behaviours differently. Gender-role theory suggests that socially constructed expectations regarding appropriate behaviour for men and women may influence how employees interpret and respond to leadership behaviours. Semedo et al. (2022) investigated whether gender moderates the relationship between toxic leadership and followers' turnover intentions among 195 Tunisian workers. The study reported a significant direct effect of toxic leadership on turnover intention. However, the findings indicated that gender did not significantly moderate this relationship.

3.RESEARCH GAP

Although prior research has established a positive association between toxic leadership and employees' intention to leave, studies have also linked toxic leadership to outcomes such as burnout, job dissatisfaction, counterproductive work behaviour, psychological distress, and employee withdrawal. However, relatively limited research has examined the conditions under which the relationship between toxic leadership and employees' intention to leave may vary across different employee groups. In particular, the moderating role of gender remains insufficiently explored. Therefore, the present study addresses this gap by examining the influence of toxic leadership on employees' intention to leave and empirically testing whether gender moderates this relationship.

4. RESEARCH OBJECTIVES

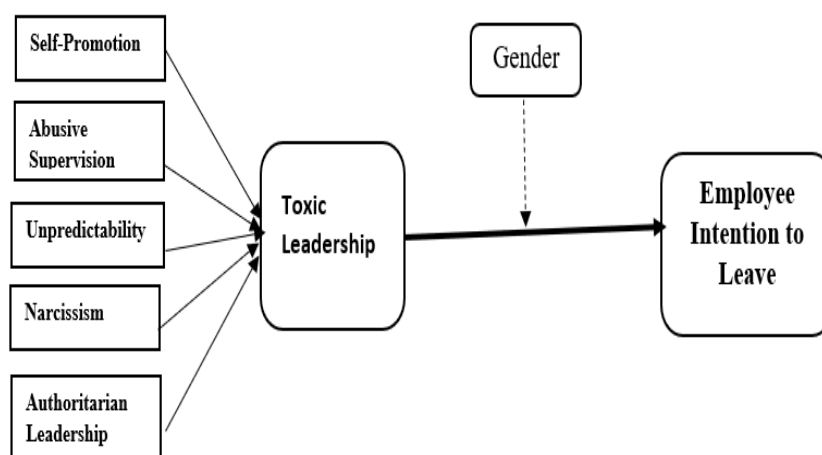
To investigate the relationship between employees' intention to leave and toxic leadership

To investigate how the determinants of toxic leadership self-promotion, abusive supervision, unpredictability, narcissism, and authoritarian leadership affect employees' intention to leave

To compare the perceptions of toxic leadership and intention to quit among male and female employees

To investigate if gender influences the association between employees' intention to quit and toxic leadership

5. CONCEPTUAL FRAMEWORK



Toxic leadership refers to a destructive leadership style characterized by self-centred, abusive, manipulative, and unpredictable behaviours that adversely affect employees and overall organizational functioning. It encompasses several behavioural dimensions, including self-promotion, abusive supervision, unpredictability, narcissism, and authoritarian leadership. Self-promotion represents a leader's deliberate tendency to emphasize personal achievements, abilities, and contributions to establish a favourable image and gain recognition within the organization. Abusive supervision refers to employees' sustained perceptions of hostile verbal and non-verbal behaviours exhibited by supervisors, excluding physical contact, which may create an intimidating and psychologically distressing work environment. Unpredictability reflects inconsistencies in a leader's behaviour, decisions, and emotional reactions, making it difficult for employees to anticipate managerial expectations and responses. Narcissism is characterized by an excessive sense of self-importance, superiority, a desire for admiration, and a persistent need for personal recognition, often at the expense of employees' interests. Similarly, authoritarian leadership involves the concentration of decision-making authority, strict managerial control, expectations of unquestioned obedience, and limited opportunities for employee participation in organizational decisions.

6. RESEARCH METHODOLOGY

The study employed a quantitative, descriptive research design to determine the influence of toxic leadership on employees' intention to leave and to assess the moderating role of gender. Primary data were collected through a structured questionnaire administered to 111 faculty members from higher educational institutions in Mumbai using a convenience sampling technique. The questionnaire measured toxic leadership (comprising Self-promotion, Abusive Supervision, Unpredictability, Narcissism, and Authoritarian Leadership), using the Shortened Version of the Toxic Leadership Scale developed by Andrew Schmidt (2008), and intention to leave was measured using the Turnover Intention Scale developed by Chris F.C. Bothma and Gert Roodt (2013).

Responses were recorded using a five-point Likert scale. Data were analysed using IBM SPSS Statistics (Version 26) and Hayes' PROCESS Macro (Model 1). The analysis included descriptive statistics, reliability analysis, Pearson's correlation, multiple regression, an independent-samples *t*-test, and moderation analysis.

6.1 Hypotheses of Study

Main Hypotheses

H1: Toxic leadership has no significant effect on employees' intention to leave.

Dimension-wise Hypotheses

H2: Self-promotion has no significant effect on intention to leave.

H3: Abusive supervision has no significant effect on intention to leave.

H4: Unpredictability has no significant effect on intention to leave.

H5: Narcissism has no significant effect on intention to leave.

H6: Authoritarian leadership has no significant effect on intention to leave.

Moderation

H8: Gender does not significantly moderate the relationship between toxic leadership and intention to leave.

7. DATA ANALYSIS & INTERPRETATION

7.1 Demographic Profile

The study consists of 111 respondents. Females constitute 55% of the sample while males account for 45%, indicating a fairly balanced gender distribution. Most respondents (36.9%) are aged 51 years and above, followed by 41–50 years (24.3%), suggesting an experienced workforce. Approximately 70.3% of respondents are married. Nearly one-third (32.4%) have less than five years of institutional experience, while 22.5% possess more than twenty years of experience. Temporary (Ad hoc) employees form the largest category (46.8%), followed by Permanent employees (36.0%). Slightly more respondents belong to the self-financed section (54.1%) than the aided section (45.9%).

7.2 Reliability Analysis

Table-1: Reliability Analysis

Variable	Number of Items	Cronbach's Alpha	Interpretation
Self-promotion	03	0.881	Excellent
Abusive Supervision	03	0.840	Good
Narcissism	03	0.911	Excellent
Unpredictability	03	0.836	Good
Authoritarian Leadership	03	0.891	Excellent
Intention to Leave	04	0.744	Acceptable

The reliability coefficients indicate a high level of internal consistency across all dimensions of toxic leadership. Since all alpha values exceed the recommended threshold

of 0.70, the scales are considered reliable and suitable for further statistical analysis.

7.3 Descriptive Statistics

Table-2: Mean values of Toxic Leadership and Intention to Leave

Variable	Minimum	Maximum	Mean	SD
Toxic Leadership	1.13	5.00	3.515	0.952
Intention to Leave	1.00	4.80	2.659	0.788

The mean toxic leadership score of **3.515** is above the neutral midpoint of 3, suggesting that respondents perceive a **moderately high level of toxic leadership behaviour**.

The mean intention-to-leave score of **2.659** indicates a **moderate level of intention to leave**. Therefore, employees are not overwhelmingly planning to leave, but

dissatisfaction and turnover intention are sufficient to warrant organisational attention.

7.4 Inferential Statistics

Objective 1: To examine the relationship between toxic leadership and employees' intention to leave.

H1: Toxic leadership has no significant effect on employees' intention to leave.

Table 3. Pearson Correlation between Toxic Leadership and Intention to Leave

Variables	Pearson's r	p-value	N
Toxic Leadership – Intention to Leave	0.479	<0.001	111

The Pearson correlation analysis revealed a **moderate positive and statistically significant relationship** between toxic leadership and intention to leave ($r = 0.479$, $p < 0.001$). This indicates that higher perceptions of toxic leadership are associated with higher levels of employees' intention to leave. A simple linear regression analysis further confirmed this relationship. The regression findings revealed a significant overall relationship, $F(1, 109) = 32.434$, $p < 0.001$, indicating that toxic leadership significantly predicted employees' intention to leave. The model explained 22.9% of the variance in intention to

leave ($R^2 = 0.229$). The regression coefficient was positive and significant ($B = 0.396$, $p < 0.001$), producing the equation:

Intention to Leave = 1.266 + 0.396(Toxic Leadership)

Thus, H1 is **rejected**, indicating that toxic leadership has a statistically significant relationship with, and predictive contribution to, intention to leave.

Objective 2: To examine the influence of Self-promotion, Abusive Supervision, Unpredictability, Narcissism and Authoritarian Leadership on employees' intention to leave

Table 4. Descriptive Statistics of Toxic Leadership Dimensions

Dimension	Mean	SD
Narcissism	3.634	1.092
Authoritarian Leadership	3.544	1.069
Self-Promotion	3.492	1.058
Unpredictability	3.489	1.009
Abusive Supervision	3.414	1.009

Narcissism recorded the highest mean score ($M = 3.634$), followed by authoritarian leadership ($M = 3.544$), self-promotion ($M = 3.492$), unpredictability ($M = 3.489$), and abusive supervision ($M = 3.414$). The Friedman test indicated a statistically significant difference among the five dimensions, $\chi^2(4) = 16.230$, $p = 0.003$. However, the

pairwise comparisons did not establish that narcissism was significantly higher than every other dimension. Therefore, **narcissism can appropriately be described as the dimension with the highest observed mean**, rather than as statistically superior to all other dimension

Table 5. Correlation Between Toxic Leadership Dimensions and Intention to Leave

Dimension	Pearson's r	p-value
Unpredictability	0.475	<0.001
Self-Promotion	0.471	<0.001
Abusive Supervision	0.450	<0.001
Narcissism	0.396	<0.001
Authoritarian Leadership	0.388	<0.001

All five dimensions demonstrated statistically significant positive relationships with intention to leave. **Unpredictability showed the strongest bivariate**

relationship with intention to leave ($r = 0.475$, $p < 0.001$), followed closely by self-promotion ($r = 0.471$, $p < 0.001$)

Table 6. Multiple Regression of Toxic Leadership Dimensions on Intention to Leave

Dimension	B	β	t	p-value	Hypothesis Decision
Self-Promotion	0.217	0.291	2.060	0.042	Reject H2
Abusive Supervision	0.052	0.066	0.324	0.747	Fail to reject H3
Unpredictability	0.243	0.311	1.732	0.086	Fail to reject H4
Narcissism	0.003	0.004	0.029	0.977	Fail to reject H5
Authoritarian Leadership	-0.101	-0.137	-0.794	0.429	Fail to reject H6

The multiple regression analysis yielded a significant overall model, $F = 7.489$, $p < 0.001$, with the five dimensions collectively accounting for 26.3% of the variance in intention to leave ($R^2 = 0.263$; adjusted $R^2 = 0.228$).

Although all five dimensions were significantly correlated with intention to leave individually, only **self-promotion made a statistically significant unique contribution**

when all five dimensions were entered simultaneously ($\beta = 0.291$, $p = 0.042$). Unpredictability had the largest standardised beta ($\beta = 0.311$), but its p-value of 0.086 did not meet the conventional 5% significance criterion.

Objective 3: To compare male and female employees with respect to perceived toxic leadership and intention to leave

Table 7. Gender Differences in Toxic Leadership and Intention to Leave

Gender	N	Toxic Leadership			Intention to Leave		
		Mean	t	p-value	Mean	t	p-value
Female	61	3.477	-0.465	0.643	2.715	0.815	0.417
Male	50	3.561			2.592		

The independent-samples t -test indicated no significant gender difference in perceived toxic leadership, $t(109) = -0.465$, $p = 0.643$. Although male respondents reported a slightly higher mean score, the difference was not statistically significant. Similarly, no significant difference was observed between male and female respondents in intention to leave, $t(109) = 0.815$, $p = 0.417$. Overall, the findings suggest that gender did not

significantly differentiate respondents' perceptions of toxic leadership or their intention to leave.

Objective 4: Moderating Role of Gender

Objective 4: To examine whether gender moderates the relationship between toxic leadership and employees' intention to leave.

H8: Gender does not significantly moderate the relationship between toxic leadership and intention to leave

Table 8. Moderation Analysis: Gender as Moderator

Predictor	Coefficient	SE	t	p-value	LLCI	ULCI
Constant	3.3616	0.3013	11.1564	<0.001	2.7642	3.9589
Toxic Leadership	-0.3156	0.1168	-2.7014	0.008	-0.5471	-0.0840
Gender	0.4800	0.3828	1.2539	0.213	-0.2788	1.2388
Toxic Leadership × Gender	-0.1309	0.1454	-0.9003	0.370	-0.4193	0.1574

Model summary: $R = 0.4949$; $R^2 = 0.2449$; $F(3,107) = 11.5678$; $p < 0.001$.

The overall moderation model was statistically significant, explaining 24.49% of the variance in intention to leave. However, the critical test of moderation is the interaction term between toxic leadership and gender. The interaction coefficient was -0.1309 and was not statistically significant ($p = 0.370$). The 95% confidence interval for the interaction effect ranged from -0.4193 to 0.1574 and included zero.

Further, the change in R^2 attributable to the interaction was only **0.0057**, with **F-change = 0.8105**, **p = 0.370**.

Therefore, the model's explanatory power was not considerably enhanced by the relationship between toxic leadership and gender. According to the moderation analysis, gender does not appear to moderate the association between toxic leadership and intention to leave. Importantly, the absence of moderation does not mean that gender is irrelevant to the workplace experience. Rather, within this sample, the statistical relationship between toxic leadership and intention to leave did not differ significantly by gender

Table 9-Summary of Hypothesis Testing

Hypothesis	Statistical Test	Statistic	p-value	Decision
H1: Toxic leadership has no significant effect on intention to leave	Pearson correlation/regression	$r = 0.479$; $R^2 = 0.229$	<0.001	Reject H1
H2: Self-promotion has no significant effect	Multiple regression	$\beta = 0.291$	0.042	Reject H2
H3: Abusive supervision has no significant effect	Multiple regression	$\beta = 0.066$	0.747	Fail to reject H3
H4: Unpredictability has no significant effect	Multiple regression	$\beta = 0.311$	0.086	Fail to reject H4
H5: Narcissism has no significant effect	Multiple regression	$\beta = 0.004$	0.977	Fail to reject H5
H6: Authoritarian leadership has no significant effect	Multiple regression	$\beta = -0.137$	0.429	Fail to reject H6
H7: No significant gender difference in toxic leadership	Independent t-test	$t = -0.465$	0.643	Fail to reject H7
H8a: No significant gender difference in intention to leave	Independent t-test	$t = 0.815$	0.417	Fail to reject H8a
H8: Gender does not moderate the relationship	PROCESS Model 1	Interaction = -0.131	0.370	Fail to reject H8

Major Findings of Study

The consolidated findings of the research study are as follows:

Toxic leadership was present at a moderately high level, with an overall mean of 3.515. The Toxic Leadership scale demonstrated **excellent reliability** ($\alpha = 0.963$), while the Intention-to-Leave scale demonstrated **acceptable reliability** ($\alpha = 0.744$). Toxic leadership had a **moderate, positive and statistically significant relationship** with intention to leave ($r = 0.479$, $p < 0.001$). Toxic leadership significantly predicted intention to leave and explained **22.9% of its variance** ($R^2 = 0.229$). Among the five dimensions, **narcissism had the highest mean score** ($M = 3.634$), indicating that it was the most strongly

perceived dimension in the sample. **Unpredictability showed the strongest bivariate association** with intention to leave ($r = 0.475$, $p < 0.001$). When all five dimensions were considered simultaneously, **self-promotion was the only statistically significant unique predictor** of intention to leave ($\beta = 0.291$, $p = 0.042$).

The five toxic leadership dimensions collectively explained **26.3% of the variance** in intention to leave ($R^2 = 0.263$). The findings revealed no significant differences between male and female respondents in terms of perceived toxic leadership or intention to leave.

Most importantly, the moderation analysis revealed that there was no significant relationship between toxic leadership and intention to leave with relation to gender.

The interaction effect was non-significant ($\beta = -0.131$, $p = 0.370$), with the interaction term accounting for only 0.57% of the additional variance in intention to leave ($\Delta R^2 = 0.0057$).

9.Recommendations

Strengthen leadership accountability: Since toxic leadership is significantly associated with employees' intention to leave, educational institutions should strengthen systems for monitoring leadership behaviour. Leadership effectiveness should not be evaluated solely on administrative or performance outcomes but should also consider employees' experiences of leadership behaviour.

Address self-promotional leadership behaviour: Self-promotion was the only toxic leadership dimension that made a statistically significant unique contribution to intention to leave. Therefore, leadership-development programmes should specifically address excessive self-focused behaviour, inappropriate credit-taking, recognition-seeking, and behaviours that may undermine employees' sense of fairness and organisational belonging.

Develop transparent feedback mechanisms: Institutions could introduce confidential employee-feedback mechanisms, periodic leadership reviews, and structured 360-degree feedback. These mechanisms can help identify problematic leadership behaviours before they contribute to disengagement or turnover intentions.

Establish effective grievance mechanisms: Employees should have accessible and confidential mechanisms through which concerns relating to leadership behaviour can be reported. Such systems should provide procedural fairness and protection against retaliation.

Promote employee-centred leadership: Leadership-development initiatives should emphasise respectful communication, transparency, fairness, emotional awareness, consultation, and employee participation. This is particularly relevant because the study demonstrates a significant association between perceptions of toxic leadership and intention to leave.

Monitor unpredictability in leadership behaviour: Although unpredictability was not a statistically significant unique predictor at the 5% level in the multiple regression, it showed the **strongest bivariate relationship** with intention to leave. Institutions should therefore pay attention to inconsistent decision-making, unclear expectations, and unpredictable managerial behaviour.

REFERENCES

1. Aris, A., Hazlynda, A., Saad, M., Mohamed, N. H., Muslim, A. K., Raj, V. G., Teknologi, F. P., & Teknousahawanan, D. (n.d.). The Effect of Toxic Leadership on Employee Motivation: The Mediating Role of Burnout Syndrome. <https://doi.org/10.51244/IJRSI>
2. Bhanot, S. & Gaikwad, S.R. (2025). Bridging The Generational Divide: Exploring Communication Preferences, Workplace Behaviour, And Conflict Resolution Between Generation Z And Generation

Avoid assuming that gender requires different retention strategies: The moderation analysis found no significant interaction between toxic leadership and gender. Retention and leadership interventions can therefore initially focus on the broader organisational leadership climate rather than being based solely on gender.

Build a psychologically safe work environment: Employees should be encouraged to express concerns, provide feedback and participate in decision-making without fear of negative consequences. A supportive environment may help reduce the negative consequences associated with unhealthy leadership practices.

Limitations of the study

The study's generalizability to other areas or educational levels is limited because it only includes degree college teachers in Mumbai. Because the study uses self-reported responses, response bias or social desirability may have an impact. Other aspects, including organisational commitment, job happiness, work stress, organisational support, and salary, are not addressed; only toxic leadership and intention to leave are.

10.CONCLUSION

Toxic leadership has emerged as an important organisational issue because leadership behaviour shapes employees' perceptions, workplace experiences and willingness to remain with an organisation. The association between toxic leadership and employees' intention to quit was the main focus of this study, which also took into account the various aspects of toxic leadership and the moderating influence of gender. The study offers a more comprehensive understanding of how dysfunctional leadership behaviours might affect employee retention and the workplace as a whole. Organisations must identify potentially detrimental leadership behaviours, bolster leadership responsibility, promote positive communication, and offer suitable channels for employee feedback and grievance resolution. By encouraging leadership behaviors based on respect, fairness, transparency, and employee well-being, organizations can create a work environment that fosters employee engagement and reduces the possibility of workers considering leaving. The study thus contributes to the understanding of toxic leadership as an organizational problem and highlights the need for continued attention to leadership quality in staff management and retention

3. Alpha. Asian And Pacific Economic Review, 18(1). 1071-1082. <https://doie.org/10.65985/APER.2025669549>
4. Budak, O., & Erdal, N. (2022). The Mediating Role of Burnout Syndrome in Toxic Leadership and Job Satisfaction in Organizations. *South East European Journal of Economics and Business*, 17(2). <https://doi.org/10.2478/jeb-2022-0011>
5. Iman Amer Al-Dahhan, & Saad Ali Hmood Al-Enizy. (2026). The Effect of Toxic Leadership Behaviors on Employees' Job Satisfaction. *المجلة العربية للدراسات الانسانية والاجتماعية*, 7, 257-244).

6. <https://doi.org/10.33193/ajhass.66>
7. Kiliç, M., & Günsel, A. (n.d.). The Dark Side of the Leadership: The Effects of Toxic Leaders on Employees.
8. Koropets, O., Fedorova, A., & Dvorakova, Z. (2020). The Impact of Toxic Management on Staff Burnout.
9. Lebda, S. E., & Shemeis, M. A. (2024). .The effect of Toxic Leadership on Turnover Intentions: The mediating role of Workplace Incivility. *التجارة والتمويل*, 2(44), <https://doi.org/10.21608/caf.2024.371220>
10. Manaa, Y. H. (2022). The Effect of Toxic Leadership on Counter-Productive Work Behaviors and Intention to Leave: An Empirical Study. *International Business Research*, 15(11), 1. <https://doi.org/10.5539/ibr.v15n11p1>
11. Mehta, S., & Maheshwari, G. C. (2014). TOXIC LEADERSHIP: TRACING THE DESTRUCTIVE TRAIL. In *International Journal of Management* (Vol. 5, Number 10). www.jifactor.com
12. Olgin, G. (2023). Investigating the Causes, Consequences, and Solutions to Toxic Leadership in Public Organisations From an Employee Context. A graduate project submitted in partial fulfilment of the requirements for the degree of Master of Public Administration in Public Sector Management and Leadership.
13. Pelletier, K. L. (2010). Leader toxicity: An
14. empirical investigation of toxic behaviour and rhetoric. *Leadership*, 6(4), 373–389. <https://doi.org/10.1177/1742715010379308>
15. Semedo, C. S., Salvador, A., Dos Santos, N. R., Pais, L., & Mónico, L. (2022). Toxic Leadership and Empowering Leadership: Relations with Work Motivation. *Psychology Research and Behaviour Management*, 15, 1885–1900. <https://doi.org/10.2147/PRBM.S340863>
16. Skibińska, E., & Karaszewski, R. (2024). The Devastating Impact of Toxic Leadership on Health-Care Organisations. *Journal of Health Policy and Outcomes Research*, 2024(1), 66–77. <https://doi.org/10.7365/JHPOR.2024.1.8>
17. Wolor, C. W., Ardiansyah, A., Rofaida, R., Nurkhin, A., & Rababah, M. A. (2022). Impact of Toxic Leadership on Employee Performance. *Health Psychology Research*, 10(4), 1–10. <https://doi.org/10.52965/001C.57551>
18. Lopes, T., Soares, A., & Palma-Moreira, A. (2025). Toxic leadership and turnover intentions: Emotional intelligence as a moderator of this relationship. *Administrative Sciences*, 15(1), Article 26. <https://doi.org/10.3390/admsci15010026>
19. Noori, R. D., & Phoolka, S. (2026). Linking toxic leadership with employee turnover intentions: Examining the mediation effect of psychological well-being and organisational cynicism. *Acta Psychologica*, 267, Article 107087. <https://doi.org/10.1016/j.actpsy.2026.107087>
20. Nunes, A., & Palma-Moreira, A. (2024). Toxic leadership and turnover intentions: The role of
21. burnout syndrome. *Administrative Sciences*, 14(12), Article 340.
22. <https://doi.org/10.3390/admsci14120340>
23. Rhodesly, D., Gara Bach Ouerdian, E., & Ben Sassi, N. (2025). Toxic leadership and turnover intention: Does gender matter? Evidence from a North African country. *Journal of Management Development*, 44(6), 793–805. <https://doi.org/10.1108/JMD-10-2024-0363>
24. Online Resources:
25. <https://www.unesco.org/gem-report/en/publication/leadership>